

Approved For Release 2009/07/10 : CIA-RDP87M00539R000800970003-2

MEMORANDUM FOR: Associate Deputy Director for Operations

FROM: Executive Assistant to the DDCI

Per your request, attached is slightly edited transcript of A/DCI's presentation to Agency employees of 38th Anniversary of CIA on 18 September 1985.



Date 11 October 1985

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MEMORANDUM FOR: Chief, Protocol Branch

FROM: Executive Assistant to the DDCI

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presentation to Agency employees of 38th Anniversary
of CIA on 18 September 1985.



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FORM 101 USE PREVIOUS
5-75 EDITIONS

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MEMORANDUM FOR: Director, Office of Public Affairs

FROM: Executive Assistant to the DDCI

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MEMORANDUM FOR: Executive Director

FROM: Executive Assistant to the DDCI

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Executive Registry

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Transcript of Acting DCI Presentation to Agency Employees38th Anniversary of CIA18 September 1985

(Auditorium)

Happy Birthday!

This is our 38th Anniversary. Some will argue as I do that it's really about our 210th. We have a friend out here that we honor named Nathan Hale, who was this country's first spy. He worked for the founder of our country, a gentleman by the name of General George Washington. Washington also had the foresight to realize that what he needed was an intelligence service if he was really going to carry on the Revolutionary War, and so he formed one. It was the first clandestine service. He developed a spy network, impressed upon his officers the need for good intelligence, and more importantly the need for good security and secrecy. He also was clever enough to run our first covert action program, and therefore I think that the roots of the Agency really started with George Washington.

It is unfortunate that the leaders of our country who followed him were so negligent in preserving an intelligence service. The price tag for that was Pearl Harbor. And Pearl Harbor induced President Truman many years later in 1947 to build the Central Intelligence Agency. It was built on the roots, as you all appreciate, of the Office of Strategic Service under General Wild Bill Donovan. Donovan was remarkable in how he decided to construct an intelligence organization. He reached out



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across the country and picked academicians, lawyers and bankers, and can-do folks and wove them into an intelligence unit. McGeorge Bundy in making observations years later on the OSS said that it was "half cops and robbers and half faculty meeting." People today will argue that CIA has followed in those footsteps, but they got their act together and got rid of the faculty. But we all know that's really not the case.

When you look at the commission of the Agency in the early days it was an awesome task. The Soviet Union had dominated Eastern Europe. They were certainly making their grab for Western Europe and CIA was called upon to stop it. The Soviets set up student organizations--CIA set up student organizations. The Soviets moved into the political systems throughout Europe, and CIA moved into the political systems to counter them. They went into the labor unions, and we went into the labor unions. And I guess the best testimony to what happened is the result, and that is a Western Europe today that is not only anti-Communist but often anti-American. Particularly if one looks at the trade situation that has developed there and the competition which our industries now face from Western Europe.

We evolved into operations overseas in an environment that was rather interesting. [REDACTED]

[REDACTED]

[REDACTED] Wherever we went we seemed to have developed a framework for doing the impossible.

We were somewhat spoiled, at least those of us who were overseas. If you were in the Far East in those days in the forties and fifties the way you communicated with Headquarters was by pouch. The delightful thing about a pouch was that it took eight weeks to get to Washington, and after Washington digested what was in the pouch and figured out how to answer it, the instructions coming back usually took the better part of a half a year. And of course our operations people overseas were clever enough not to wait for that.

Then we moved into the sixties and unfortunately we had instant communications. People here in Headquarters could yank the chains of those overseas on a daily and consistent basis. But the sixties also saw the advent of technological intelligence--the U-2, our first satellite--all of which the Agency was instrumental in creating--the SR-71, which even to this day flying at Mach 3.2 boggles most peoples' minds.

Then we moved into the seventies, when the satellite systems became extremely sophisticated, operations were worldwide, and we had a demand for analytical production that was second to none. People were as interested in the Beagle Channel as they were in what was going on in Moscow. Policymakers throughout Washington suddenly realized they didn't have to exist in a vacuum or flip a coin to figure out what to do. They could ask the Central Intelligence Agency. And so we developed an analytical capability and a stable of disciplines which now reaches into some 60 different technical disciplines. Ask about any subject, and you can get an authoritative answer. And that was quite remarkable.

Now here we are in the eighties so sophisticated that we cover the world. We demand that the DDO cover the world. We demand that there be no surprises. We also began to demand that our analysis not only pull all that data together and collate it, but also reach out from that--dare to suggest the unthinkable, even dare to make a mistake. And because people in this Agency have been willing to do that, we now enjoy a reputation, not only in the United States but in the world, as an intelligence service with a capability second to none. We have on our platter requirements that range from all crises, nuclear proliferation and BW, CW, to terrorist activities. And those terrorist activities always strike close to home. CIA really is the point man when it comes to being a target for terrorist activities around the world, so we have to be interested in that just out of sheer self-defense. Last year there were some 700 terrorist acts committed in the world, and one-fourth of them were committed against U.S. interests and U.S. personnel. We also find that the price tag for that is going up. So we have to develop a capability to head that off at the pass.

We find that technology transfer is very much with us today. We are competing for our lives not only with competition from foreign industry, but also from the Soviet Union. We can now look at their weapons systems and realize that so many of them have the imprimatur of "Made in the United States" or in the Western world. And of course, the interest in Third World debt, Third World instability, and arms control round out our concerns.

In taking an assessment of ourselves I would like you not to just look at the history and those who have gone before, but to ask what are we? Just look around you and see what has happened to the Central Intelligence Agency. We have built up a tremendous operational capability. Even in the late seventies when the DDO was cut back, [REDACTED]

[REDACTED] the DDO prevailed. It

seemed we were able to mirv our case officers and ask them to walk that last step, work that one more night, so that even in the drawdown the stable of our agents increased. Our clandestine capability was better than ever. And we were able to build upon that so that today we have a very interesting and exciting portfolio [REDACTED]

When the Agency was 21 years old, Dick Helms stood up here for its 21st birthday as Director, and he drew the analogy of the Agency coming of age. That it had now matured, and it was like a young man who reached the age of 21. Of course, if Dick Helms were talking here today, he would speak of a young person, but being interested in being true to history he used the analogy of a young man. He said that the young man had now reached the stage where he was a true citizen. He had all the rights and privileges and duties of a citizen. He could even buy alcoholic beverages. But as a counterpoint, Helms pointed out that some sociologists would view the 21st birthday as a moment of decay, almost fossilization, and that we had reached the point where we would now turn

25X1 into a bureaucracy and begin to slow down. And Helms urged us then to
25X1 maintain the judgment of maturity that we had now reached but also to
25X1 keep that youthful zest and zeal that made the Agency what it is today.

25X1 And as you take stock of what we are today, you see an Agency of some

25X1 [redacted] people, [redacted] Quite an awesome amount when

25X1 you think just 38 years ago there were [redacted] employees and a budget of

25X1 [redacted] We have underway around us a new \$190 million building.

25X1 [redacted]

We have developed a core capability that is unique. All of Washington hangs on what CIA says every morning. And there is no question in anyone's mind who attends any interagency or National Security Council meeting that the platform of that meeting, regardless of subject, is what does CIA say first. And that's the mission we are all here to do, and that's a mission that I am quite confident that we carry out with tremendous accomplishment. So I think we can say to Dick Helms, yes Dick Helms, we do have the maturity of judgment, we do have that zest to do things and continue to do things, and we have that innovation and imagination that stimulates every hall and every office in the building.

It is interesting that John McCone way back in 1963 when he was Director, after his first two years, was asked by the Saturday Evening

Post, "What do you think of CIA?" John McCone said, "In all my life, I have never been associated with a group of men and women where I have found the educational and intellectual background that exists in this organization. I don't think it exists in any department of the government nor do I think it exists in any major private enterprise." We all know that John McCone was not only a master of government but also a master of private industry. And I think where we are today in 1985 has lived up to his assessment back in '63.

The future looks very bright. I think that those in the awardees section whom we honor today with their longevity certificates can be content that they have an Agency to live and grow in, that they should view these certificates, not as diplomas, but rather as milestones in an invigorating career. The Agency has existed on the personal accomplishment and commitment of its individual people. And when taken as a whole they make the Agency the fabulous institution that it is. Good luck and God bless.